

GOING AFTER BUSINESS: MARKETING YOUR BAR OPERATIONS



Stiffer competition and changing consumer preferences are forcing today's restaurant and bar operators to market their beverage services more aggressively. In restaurants across the country, the trends are clear: fewer customers order hard liquor neat or mixed. Wine and beer continue to be strong sellers. And the popularity of specialty drinks—fancy, often colorful concoctions that reflect the increasingly adventurous palates of today's drinkers—are on the upswing.

(Continued on page 7)



Customers at southern California's Red Onions bob to the sound and sights of pulsating music and video images while quenching their thirst with "shooters", "pop-pers" and "buckets of booze" pushed by tray-carrying waiters and waitresses.

In Reading, Pa., Custom Management Corp.'s Shanigans entices its patrons with pina colodas, frozen margueritas and daiquiris at a low \$1.50 each, and packs the place with a nonstop series of promotions that range from the mundane—wine tastings—to the naughty—pajama parties.

The Cattleman Palace in New York City promises "Texas-sized" drinks, and has lounge guests greeted by a buxom, seductively attired lady.

Hard sells? Sure. But also part of winning marketing strategies at restaurant and bar operations willing to push hard for those profitable liquor sales.

But profit potential is just part of

the story. Increasingly, bar operations are being tailored to reflect emerging alcoholic beverage consumption patterns—patterns that are changing as a result of changing lifestyles and shifts in demographics.

In this issue of *Bar Management*, *Nation's Restaurant News* takes a look at some of these changing patterns, including the results of a new alcoholic beverage operations study, and highlights several operators who are spending money, effort and imagination to get the most out of their bar operations.

First, despite a recent softness in the beverage industry as a whole, there are some decided trends that bode well for bar business in the 80's:

- the majority of people are over 30;
- they're better educated than ever before;
- there are more working women, and
- there's more disposable income.

Aside from those characteristics, the typical bar customer, according to a study by Westin Hotels—a company that pays great attention to its

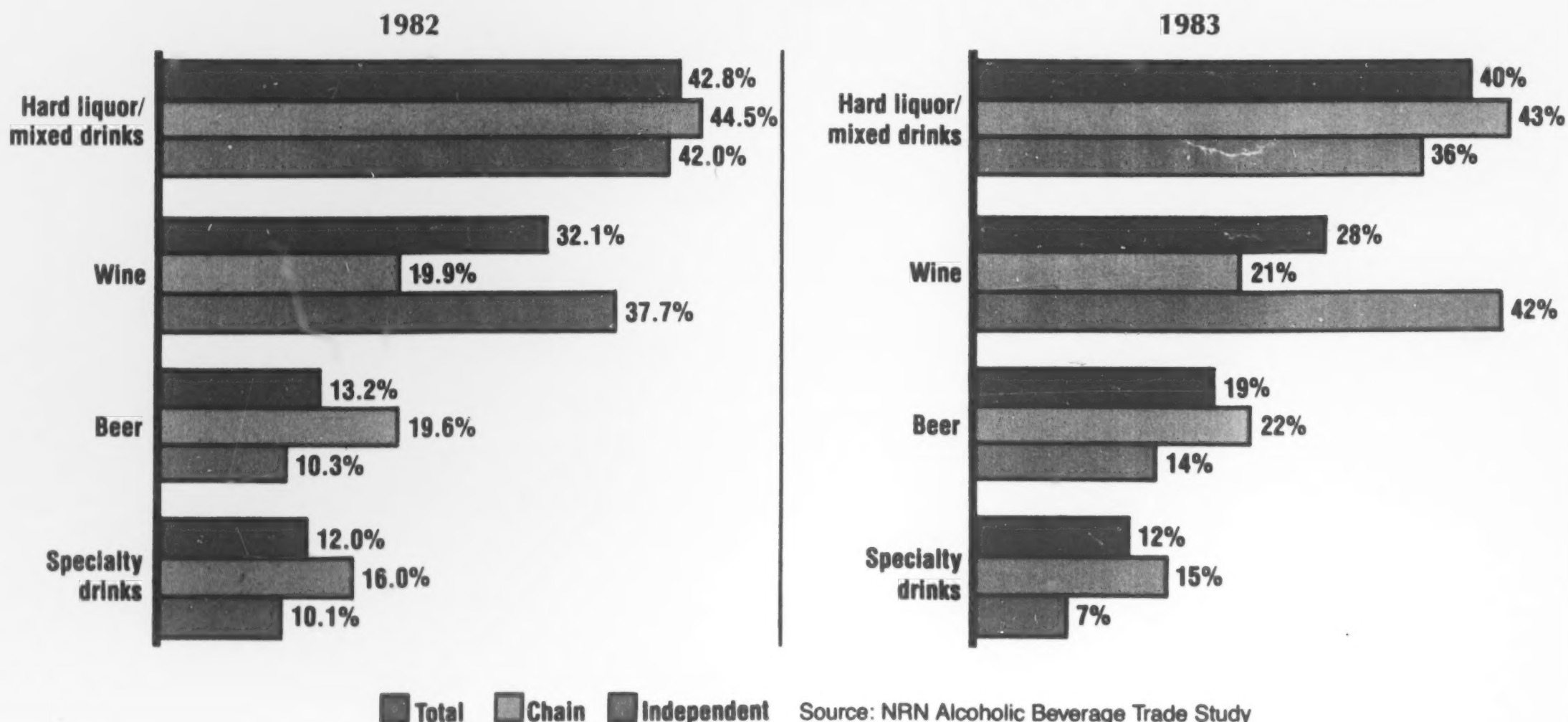
beverage operation—will possess higher values and goals, be more health/nutrition conscious, and have better knowledge of products, due largely to the intensifying interest in quality food and drinks. And the typical customer will desire more full bodied or flavored spirits and look for sophisticated, upscale bar environments.

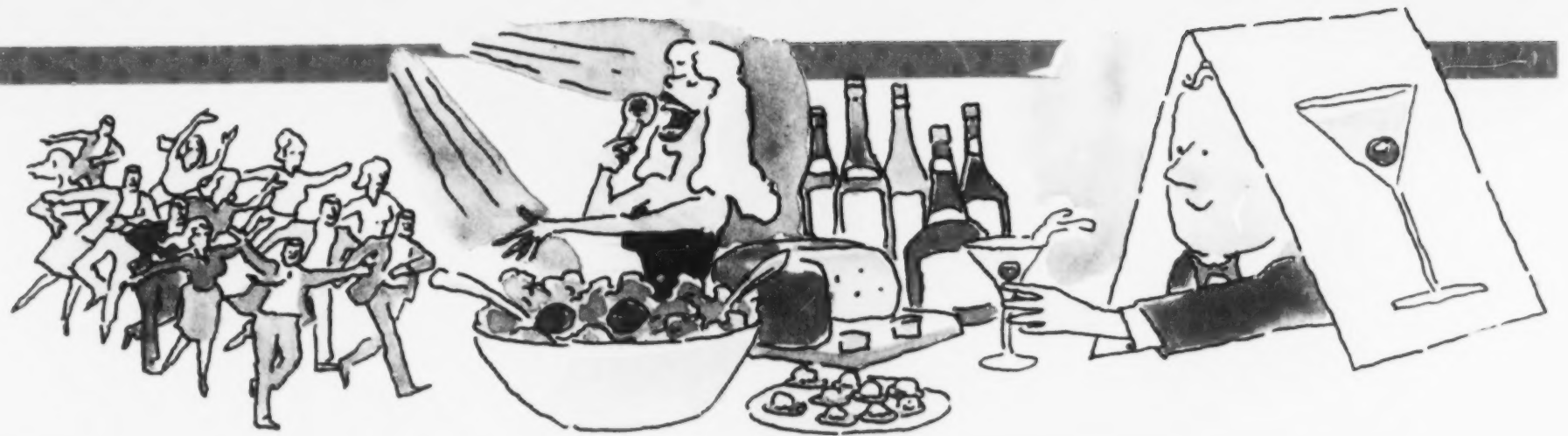
Knowing your customer better, Westin's corporate thinking goes, means being able to sell them better.

Now, some bad news: The trend away from hard liquor—the most profitable drink category in terms of pouring costs—continues. It's an outgrowth of a general desire for lighter-tasting, lower-alcohol beverages, a move toward moderation in drinking and a willingness to experiment with new drinks.

Nearly one-third of operators—chain and independent—surveyed in the *NRN* study said their hard liquor/mixed drink sales had decreased over the past two years; the average decrease was by nearly 10%. At the same time, 28% said sales had not

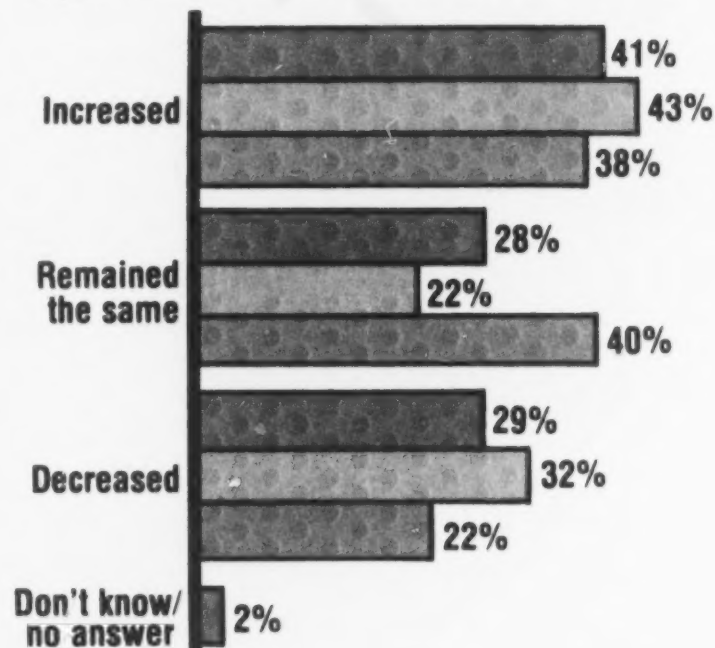
Mean percentage share of alcoholic beverage sales in bars and restaurants



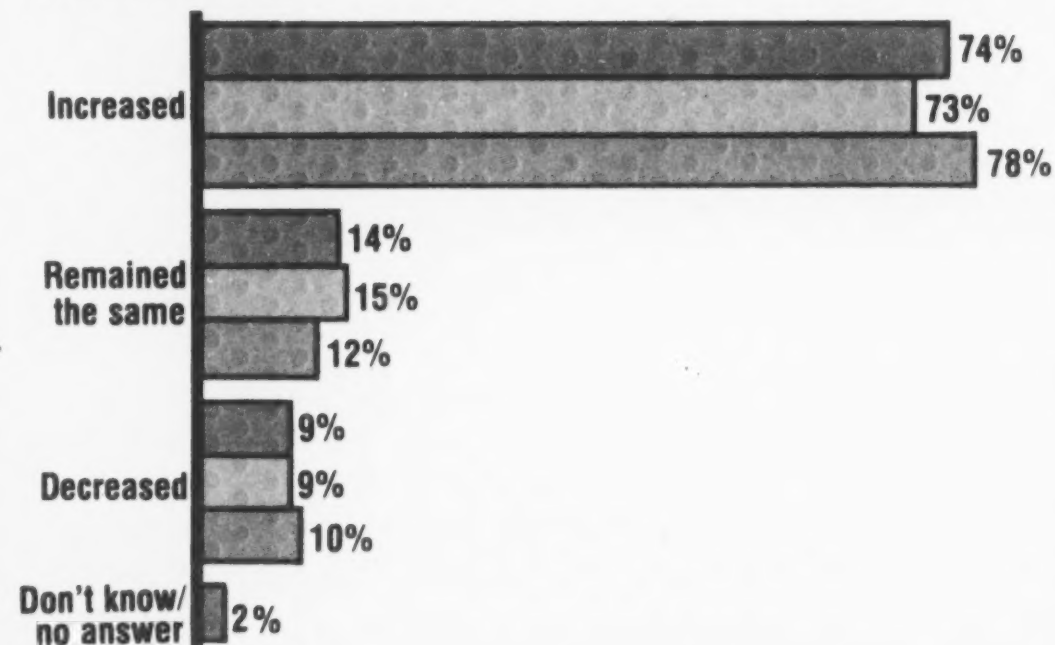


Alcoholic beverage sales trends over the past two years

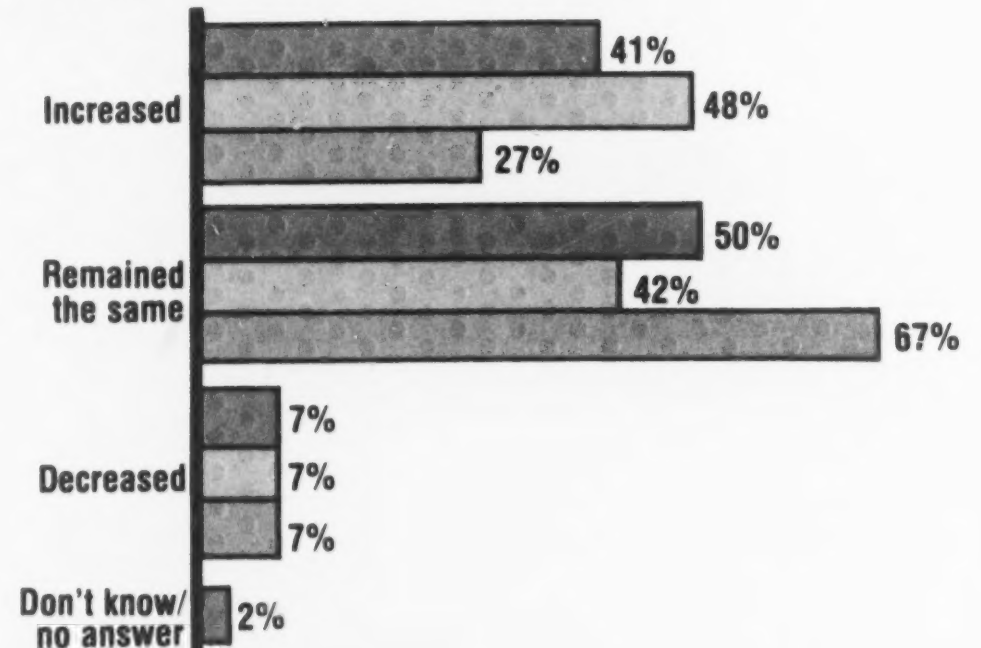
Liquor/mixed drink sales have:



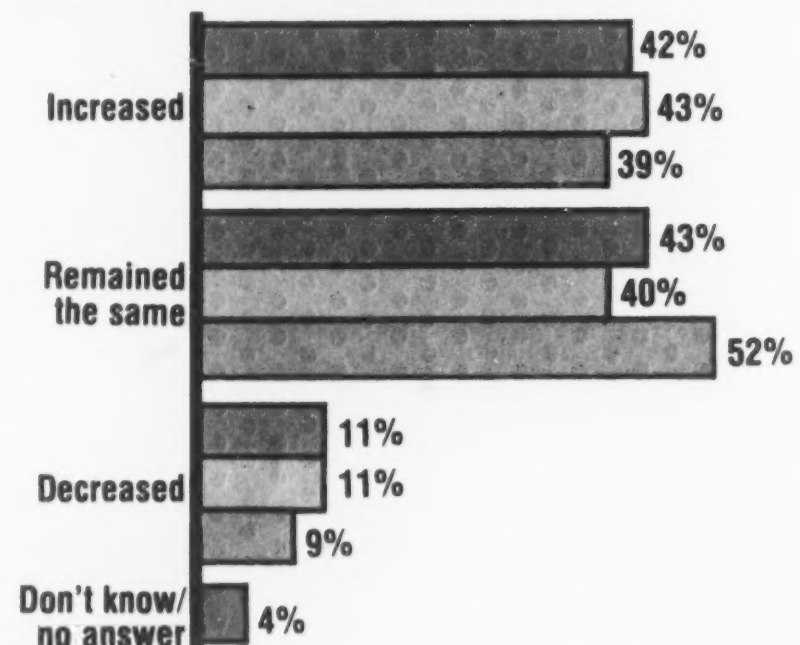
Wine sales have:



Beer sales have:



Specialty drink sales have:



■ Total ■ Chain ■ Independent Source: NRN Alcoholic Beverage Trade Study

changed. To be sure, 41% did experience an increase—but by an average of nearly 13%—but no other drink category showed such a marked decline.

What this means is that restaurant and bar operators who don't want to give up on this profitable category will be forced to develop some imaginative strategies to market such drinks to the hilt—albeit in different forms and disguises.

It's no accident that some of the most successful restaurant/bar concepts today are the likes of Chi-Chi's and T.G.I. Friday's where the martinis, bourbons and Scotches of old are now the cleverly packaged margaritas, daiquiris or other, elaborate concoctions generally known as spe-

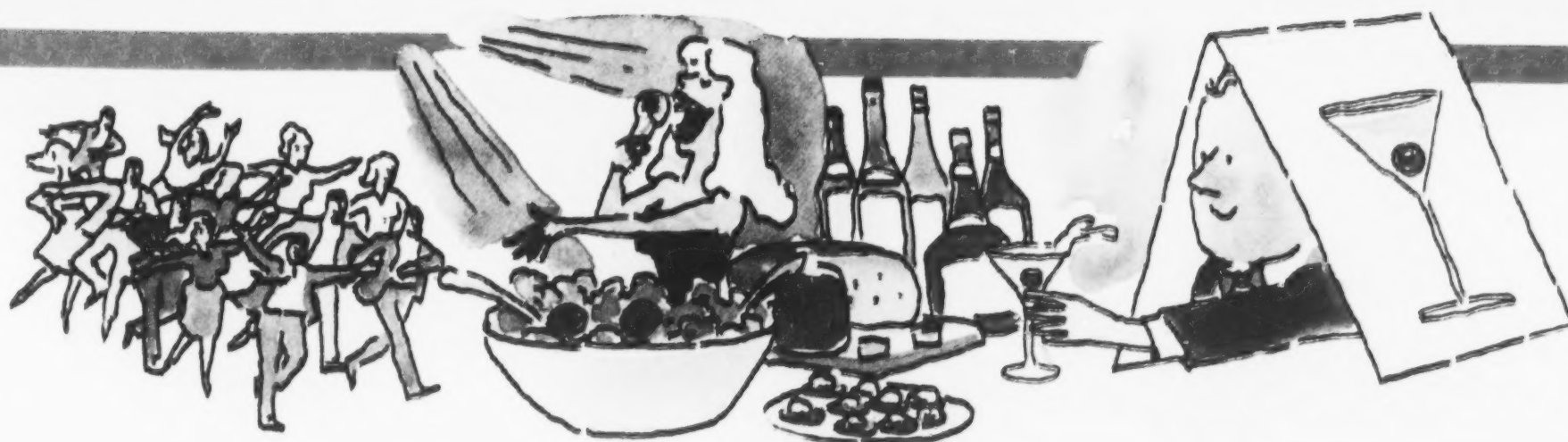
cialty drinks.

In fact, some operators surmise that many of those places who are losing their share of hard liquor/mixed drinks sales are just not re-packaging or marketing that category properly. Influencing what a customer drinks, they hold, is a distinct possibility.

A case in point is the nine-unit Red Onion chain, where lots of hard liquor is sold simply because it's packaged, priced and pushed the right way. Says Ron Newman, president of the chain: "We have people on the floor all the time pushing 'shooters' or 'slammers' or 'poppers' or different drinks at special prices." What are "shooters" and "poppers" and

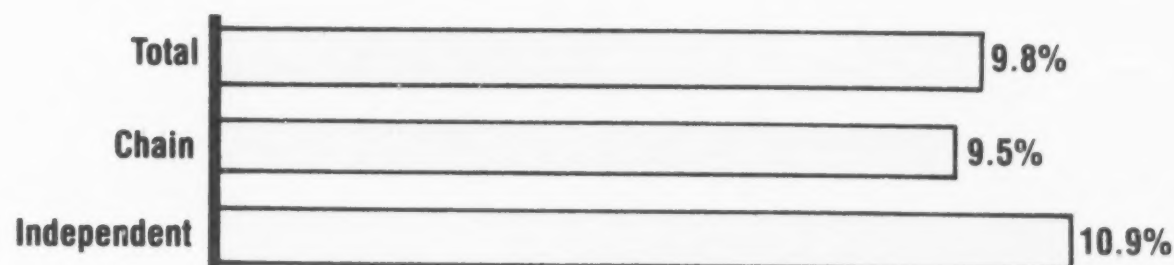
"slammers"? Nothing more than a tequila, a Kamikaze—straight vodka with a squeeze of lime—and a tequila with lemon-lime soda. They sell, suggests Newman, because they're priced at \$1.50, and because they seem less stodgy and more in tune with his customer profile than some other drinks are.

In fact, a full 75% of all operators—100 chains and 50 independents—surveyed agreed "strongly" or "somewhat" with the view that it's possible to influence consumer tastes through different promotions and merchandising techniques—this despite some current consumption trends that indicate the American consumer is less willing than before



Average percentage decrease in hard liquor sales over past two years

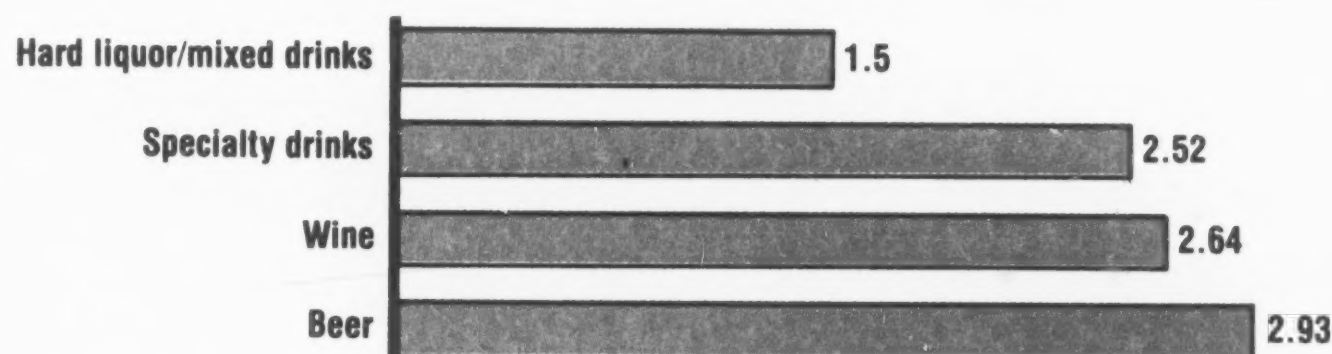
[For operators reporting a decrease]



Source: NRN Alcoholic Beverage Trade Study

Mean ranking of profitability of selected alcoholic beverage categories

[On sale of 1 (highest profitability) to 4 (lowest)]



Source: NRN Alcoholic Beverage Trade Study

to quaff hard stuff.

But though the whites have clearly continued gaining in momentum, old favorites can benefit from clever marketing as well. For example, one current whiskey on-premise promotion, developed by the distiller, features the drink as part of a "lemonade". This kind of salesmanship works because it doesn't focus on the main ingredient—whiskey—which might not appeal to certain groups of consumers.

Specialty drinks, in fact, continue to show great popularity throughout the country. A mere 10.6% of all operators surveyed said their specialty drink sales had declined over the past two years; by contrast, sales increased at 42% of all operations, and stayed the same at another 43%.

For those who enjoyed an increase, sales rose an average of nearly 20%.

Meanwhile, wine and beer sales too are showing up very well—thus helping to, at least partially, offset any declines in bars' overall profitability due to a drop in hard liquor

sales.

On the average, wine sales increased by more than 15% over the past two years for the 75% of all operators surveyed who saw wine sales rise. A mere 14% said wine sales had remained steady, while a bit more than 9% are selling less wine than two years ago.

Beer sales increased at 41% of all operations surveyed, remained the same at 50% and declined at only 7%. The average increase was 13%. The study indicates that much of the increase resulted from greater sales of imported beers, suggesting that the premium beer market continues to be a good opportunity for restaurateurs. And the demand for premium beers is as high at independent restaurants as it is at chains, the study shows.

When it comes to wine, domestic products still command a lion's share—66%—of all wine sales at restaurants. At chain restaurants alone, domestic wine accounts for an even greater percentage of wine sales—nearly 73%. On the other

hand, imported wine accounts for nearly half of all wine sales at independent restaurants, while chains get less than one-third of their total wines sales from imports. That's not surprising, since most chain concepts still carry only a small, predominantly domestic selection of wines usually bought in bulk for reasons of price and reliability of supply.

The study also found that slightly more than half of all wine sales at chains and independents combined result from wine sold by the glass.

Few would disagree that pricing can play a crucial role in the performance of ones bar operations. Indeed, some industry observers have argued that some places are pricing themselves out of their alcoholic beverage business by charging too much for their drinks—a notion that is, however, refuted by a solid majority of restaurateurs surveyed: a mere 21% agreed "strongly" or even "somewhat" with the view that patrons have decreased their liquor consumption in restaurants and bars because of pricing.

Still, the NRN survey shows that prices for all basic drink categories—hard liquor/mixed drinks, wine, beer and specialty drinks—are consistently higher at independent restaurants than at chains, which are often much more competitive than independents.

For example, a bottle of imported wine on the average costs \$19.60 at an independent restaurant, but goes for \$3.50 less at a typical chain.

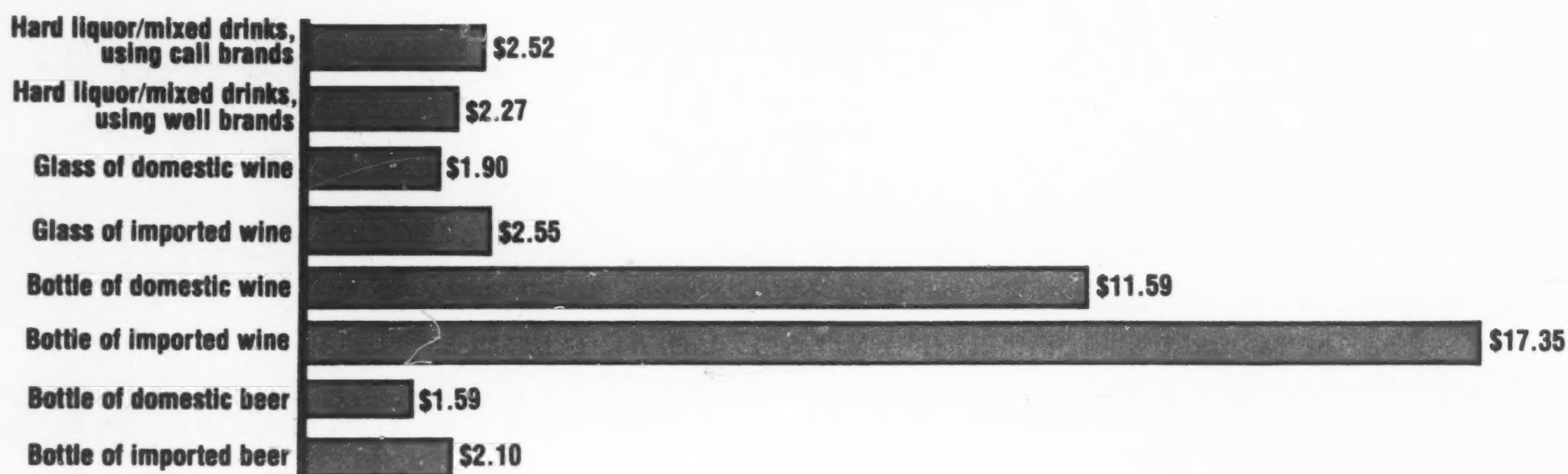
Likewise, a bottle of domestic wine on the average goes for \$3.50 more at independents than at chains; and a shot of nonpremium liquor sells for about 40¢ more at an independent restaurant.

However, when it comes to drink size and pouring methods, independents and chain operators seem to adhere to a similar philosophy: the majority pours a 1¼-oz. or 1½-oz. glass, and less than 3% let their bartenders freepour.

But when it comes to the all-important merchandising, independents once again fall far behind chain oper-



Average prices, per category



Source: NRN Alcoholic Beverage Trade Study

ators' efforts.

A full 56% of all independents surveyed admit to not promoting alcoholic beverages at all, compared to only 12% of chain operators. And the percentage of independents who promote liquor one way or another—through table tents, for example, or happy hours—is almost always less than the chains'.

Those who do promote, however, generally agree on which merchandising methods have proved the most effective. In the hard liquor/mixed drinks category, for example, table tents received top rating from independents and chain operators alike. Other liquor promos deemed most successful are suggestive selling, new drink ideas, price discounts, happy hours, theme nights, unique glassware and signage.

How effective are such promotions? According to the study, the average liquor sales increase comes to 18%; it's slightly lower for chain operators and a bit higher for independents.

But the survey also reveals that promotions can have a lingering effect on sales even after they end: the most frequently cited length of time during which a promotion's impact remained visible was between three and four weeks.

Moreover, only 26% of all operators surveyed have ever failed to get results from a promotion. A few operators explained that customers were predisposed to buying their favorite drinks before they enter the restaurant and are not interested in any specially promoted drink; others complained that table tents were not worth the printing cost, or that manufacturer-supplied table tents were too generic and failed to generate interest because they're found at too many other establishments. Yet another restaurateur admitted to having failed with a happy hour—which he had scheduled for a weekend when "people were away."

For every failure, though, there are a dozen success stories—if operators are attuned to current trends and react accordingly, experts say.

For example, Gadgets, an eight-unit chain that originally went strictly after the children and parents market with its game room and mechanical theater, is now stalking the singles market as well. Its main draw: Expanding bar operations. Yet the chain's operators are also tailoring their drink menu according to perceived consumer tastes—40% of drinks sold are specialty drinks—and merchandising them aggressively.

What's interesting is that the spe-

cialty drinks emphasized sweeteners and creams because, the thinking goes, while patrons might say they want "lighter" drinks, they don't mean they want less-filling drinks.

At Shanigans in Reading, Pa., bar sales are running close to \$800,000 on an annualized \$1.3 million total sales—thanks, in part, to imaginative promotions that are advertised in advance on a printed monthly calendar of events.

To be sure, what works in one place may not work in another. A liquor promotion geared toward the singles crowd in a so-called casual theme chain concept might be wholly inappropriate for an upscale, independent restaurant where the emphasis is on food. And yet, there's no reason why an operator, no matter the concept, should not be able to employ some type of alcoholic beverage marketing strategy—if only to stay competitive in an industry known for its fickle customers.

As the Red Onion's Newman says in an interview in this issue: "We were always looking and trying to be innovative. When we would see something new, we would always take a chance and do it. Sometimes it was successful, and sometimes we paid the price, but we grew and learned from it."

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November 21, 1983



John Woodhouse
Sysco



Roger Coleman
S.E. Rykoff

Big 4 distributors capture increasing share of market

By Charles Bernstein
NEW YORK—With Houston-based Sysco's pending purchase of Chicago-based distributor power B. A. Railton and Nebraska-based Pegler, and with Los Angeles-based S. E. Rykoff set to acquire \$425 million volume Chicago-based John Sexton, the big are getting much bigger in food-service distribution.

These latest deals enhance Sysco's position as the No. 1 volume over \$2 billion food-service distributor and move Rykoff into the No. 4 spot (which had been held by Sexton), with an \$800 million total.

Meanwhile, second-ranking full-line distributor, Greenville, S.C.-based PYA Monarch, has raised its volume to over \$1.1 billion with the recent acquisition of Fleming Foodservice in

Acquisitions will bolster stronghold

Austin. Chicago-based CFS Continental, which acquired Publix Fruit & Produce in Seattle a few months ago, is now in the \$1.1 billion range.

As the Big 4 distributors gain in market share, they are putting pressure on the major distributor groups which provide buying and marketing services for independent distributors—particularly Chicago-based North American Foodservice and Pittsburgh-based CODE, two that deal more with distributors that handle large national chains. North American stands to lose both Railton and Pegler to the Sysco umbrella.

But Daniel Gescheidle, North American president, em-

phasized that North American, which has 36 distributor members with over \$3 billion in total volume, will rebound "stronger than ever with new additions of major distributors just as usually happens in these cases."

He noted the Big 4 distributor companies' \$5 billion total volume is "only 8%" of the total \$65 billion estimated food-service distribution volume and "a lot of the smaller distributors are more vibrant than ever with expanding lines."

The way CODE executive vice president Jim Irwin sees it, "the current evolution to four large public distributor companies and a number of profes-

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Alvin Cohn
CFS Continental



James Fidler
PYA Monarch

Latest in a spate . . .

Grace plans spinoff of El Torito concept

By Rurick Telberg
IRVINE, Calif.—In the latest of a spate of new-issues spinoffs, W. R. Grace & Co., which operates almost 600 restaurants, plans to sell up to 46% of its 109-unit El Torito Mexican dinnerhouse chain to the public.

El Torito Restaurants Inc. has filed a plan with the U.S. Securities and Exchange Commission to issue up to 4.84 million shares of common stock.

Priced at \$15 to \$18 per share, the new issue could reap up to \$87 million, making it one of the biggest initial offerings in the food-service industry since the stock market rally began in August 1982.

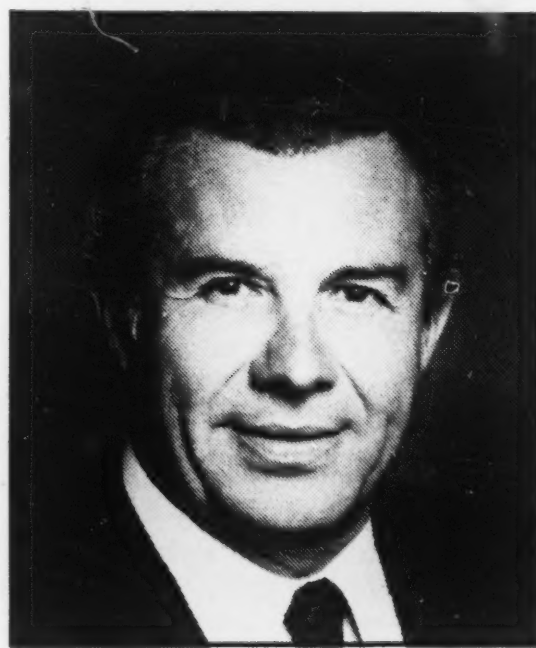
Recently Carlson Cos. floated a proposal to spin off 40% of the 82-unit T.G.I. Friday's chain for up to \$99 million.

In addition, Gladioux Corp. plans to sell a third of its eight-unit Rax fast-food franchisee.

The Toledo, Ohio, contract feeder could raise \$5 million to fuel expansion in Ohio, Michigan and along super highways in 18 states.

Earlier spinoffs greased by a hot stock market and stubbornly high interest rates have included Krystal's Po Folks, Collins' Sizzler and Bonanza's USACafes issues.

W. R. Grace could pocket almost \$34 million from the stock sale. In addition, El Torito's maximum \$45 million portion would go to repay Grace some



Larry J. Cano
El Torito president

\$52 million advanced to El Torito since the then-24-unit chain was acquired in 1976.

(Continued on page 114)

Hunt selling Shakey's to Sacramento franchisee

By Don Jeffrey
DALLAS—Hunt International Resources has struck a deal to sell its Shakey's pizza chain, on the block for over a year and a half, to its Sacramento franchisee.

A letter of intent to purchase has been signed by both parties and the deal is expected to close Jan. 14. No other details were provided by Hunt, Shakey's or the potential new owners.

The buyers are Jay Halverson and Gary Brown, operators of nine Shakey's in the Sacramento area, including the original unit opened by chain founder Sherwood (Shakey) Johnson.

Purchase of a restaurant chain by a franchisee has occurred several times in the past few years. A few months ago the biggest franchisee of Bridgeman's Restaurants and Ice Cream parlors bought the 50-year-old, 50-unit chain from parent Land o' Lakes. A Swensen's franchisee, Red River Resources, purchased that chain three years ago.

Halverson and Brown are former Shakey's executives who left the company in 1974 to form a franchise partnership in Sacramento. Brown is president of Shakey's Franchise Dealers

(Continued on page 114)

Grand Union unveils new look in takeout

By Joe Edwards
PARAMUS, N.J.—Grand Union is testing an upscale takeout foods concept called Market Square at its recently remodeled supermarket in this upper middle-class New York suburb. The test represents the

latest and most competitive threat to restaurants posed by supermarket chains pursuing the takeout foods market.

Underscoring this point is the involvement in the experiment of two former executives from Maxwell's Plum, a well-known casual theme restaurant on New York's Upper East Side.

Bob Mohell, former purchasing director at Maxwell's Plum, is corporate vice president of product development for the 600-unit East Coast supermarket chain, and Bob Willis, longtime general manager of the restaurant, is manager of Grand Union's hot foods preparation department.

Grand Union has been experimenting with several different upscale concepts over the last five years that have included takeout, "gourmet"-style foods, but the two-month-old Market Square prototype is its most radical departure to date from traditional supermar-



Grand Union store in Paramus, N.J., is the testing ground for the chain's new Market Square takeout concept. If successful, Market Squares will be put in other stores.

ket concepts.

Its offerings are varied, including barbecued meats and poultry, unusual pâtés and terrines, hot and cold entrees, fresh soups and chowders, sandwiches and a make-your-

own salad bar.

"If successful, we expect to put [Market Square] in our largest stores," a Grand Union spokesman said. "Thus far, it's been accepted very, very well."

(Continued on page 114)

LATE NEWSBREAKS

Collins Foods, Los Angeles, says it has acquired privately held Gino's East pizzeria in Chicago as the first step in a plan to develop its own chain of both company-owned and franchised pizzerias.

Students, faculty, alumni and contributors to Michigan State University's HRI Management School have vigorously protested the sudden discharge of Donald I. Smith as director of the school and his demotion to a tenured faculty member. Smith, who in his three years there sharply upgraded the program in content and industry stature, has filed a lawsuit for damages and reinstatement. He earlier had protested the university's allocation and alleged "misappropriation" of two major grants reportedly meant for the HRI School to its parent College of Business.

COMMODITIES

Fruit, vegetable prices move higher

NRN Special Report

As the pack seasons have ended, a number of fruit and vegetable prices have increased as forecast by NRN in this space over the past several months. Price rises have been caused by two major factors: The supply of product has been curtailed by design and by adverse weather in a number of areas, and the cost of processing, particularly energy and fuel, has continued to creep up.

A quick roundup shows the new crop of a number of the dried beans is up. Colorado pinto beans have been posted by packers at \$1.00 per hundredweight higher than current stocks from the 1982 harvest. The price is now 75% to 82% higher than last year's \$14-\$14.50 price (f.o.b. packer). Michigan navy beans were up, at \$29.50-\$30. Light red kidney beans were up at around \$35-\$36.50 as NRN went to press. Idaho pinks and Nebraska great northern beans were also higher than last year's levels. Large California lima beans continued to move up. One reason for the boost in dried bean prices was last summer's drought in most of the areas.

Southern frozen pea packers raised prices on food-service packs in early October, followed in mid-month by Midwest green pea canners. The price increase on the Southern products (blackeye, crowder, field and purple hull peas) was \$0.02 a pound, f.o.b. packer.

The frozen asparagus pack is down by nearly 42%, the smallest one in about 10 years. The carryover from last year was poor, so asparagus is generally available only to distributors and chains which have placed prior orders. In addition, packers are boosting list prices about \$0.03 per pound per month for product carried in freezer storage.

Fresh asparagus from Chile is coming into the United States in quantity, and is available to food-service operators in most

(Continued on page 113)

PRICE MOVEMENT AT A GLANCE

	Oct. 28, 1982	Sept. 28, 1983	Oct. 28, 1983
Beans, pinto, Colorado, (cwt.)	\$14.00-14.50	\$24.50	\$25.50
Beef, Choice, 700-900 lb. Midwest, (lb.)	\$ 0.93	\$ 0.92	\$ 0.90
Broccoli, Grade A, spears, frozen, Calif. (lb.)	\$ 0.57-0.60	\$ 0.55-0.57	\$ 0.50-0.55
Broilers, Grade A, icepack, N.Y.C. (lb.)	\$ 0.4308	\$ 0.5083	\$ 0.5667
Coffee, green beans, Brazilia, N.Y.C. (lb.)	\$ 1.38	\$ 1.30	\$ 1.4425
Eggs, Grade A Large, CHI, (doz.)	\$ 0.6675	\$ 0.77-0.79	\$ 0.75-0.77
Lettuce, iceberg, Calif. (24s)	\$ 3.00	\$ 5.00-6.00	\$ 4.00-6.00
Peas, Fancy 4s, canned, Midwest, (6/10)	\$10.00-10.50	\$11.50-11.75	\$11.75-12.00
Pork Loins, Choice, 14-17 lb., Midwest, (lb.)	\$ 1.10	\$ 0.97	\$ 0.84
Strawberries, fresh, med. lg., Calif., (12/pints)	\$ 5.00-6.00	\$ 4.50-5.00	\$12.00-15.00

Source: NRN Research

Prices listed are packers' f.o.b. plant, unless specified, and do not represent the prices paid by the operator. This list is only a reference to indicate price trends against benchmarks of one year ago and one month ago. Products listed are those showing marked movement in price.

Shake-shop styled G. D. Ritzy's charts explosive expansion

By Rurick Telberg

COLUMBUS, Ohio—Cashing in on baby-boomers' flagging taste for standard fast food, G. D. Ritzy's is charting explosive expansion with a formula based in freshly grilled burgers and rich ice creams served in a 1940's shake shop setting.

"We're the first of the specialty fast food concepts," asserted Graydon Webb, the 34-year-old founder, chairman and chief executive. "We're blending fast food with upscale burgers."

With a staff balanced by experienced hands at finance and administration versus a group of young fast-track executives from Wendy's, G. D. Ritzy's is hitting pay dirt. And the industry is taking notice.

Almost 60 restaurants are due by the end of the year, half of them franchised. About 160-100 of them franchised—are due by the end of next year. And franchisees have signed up for some 720 outlets by the end of the decade—expansion to be matched by the parent 1-for-2.

Nursed by venture capital from the Ohio state pension fund and sustained by two public offerings, the three-and-a-half-year-old company expects a \$600,000 loss this year, bringing its start-up red ink to \$2

Projects 60 units open at year's end; 100 more by 1985



G. D. Ritzy's prototype 60-seat unit measures a compact 15,000 sq. ft. yet grosses more than \$750,000 per year.

million. But next year, \$3 million in net profits should clear the books.

The prototype 60-seat unit, which measures a compact 1,500 sq. ft., is grossing almost \$750,000 per year. On an initial outlay of \$500,000, operators make a 26% cash flow return—laying the foundation for geometric growth.

G. D. Ritzy's is doing to hamburgers what Gloria Vanderbilt did to jeans, what Perrier did to water, what Haagen-Dazs did

to ice cream. Call it: Designer fast food.

The chain is one of the newest incarnations of the fast-food format that caters to a style-conscious clientele. But where the new breed of fast-service upscale burger concepts woos with liquor, G. D. Ritzy's offers superpremium ice cream.

Now pulling about 40% of sales, ice cream smooths out the day for G. D. Ritzy's, luring 50% of the chain's traffic in the

(Continued on page 11)

Turnaround through diversification

Magic Pan: Going beyond crepes

By Ken Frydman

TROY, Mich.—Magic Pan has stepped up its concept diversification and moved further from its crepe chain origins with the opening this month of its first domestic Nopalitos, a full-service Mexican dinnerhouse.

The suburban Detroit location, a former Magic Pan restaurant, is the chain's second Nopalitos (the restaurant's name translates as "little cactus"). The first Nopalitos, built from the ground up in combination with a Magic Pan unit, opened last year on an 11,000-sq.-ft. site in Edmonton, Canada.

Magic Pan is also testing two other concepts: Laredo's, an upscale hamburger and chili operation in Brea, Calif., and Magic Chicken, a fast-food chicken unit in San Francisco. Most importantly though, the Magic Pan menu has been expanded to include 17 noncrepe items, including steak, seafood and pasta, at lunch and dinner.

"We have moved from a creperies chain to being positioned as a full-menu restaurant," said recently named Magic Pan

president Tim Ryan. Ryan, the San Francisco-based chain's former senior marketing vice president, was installed as president soon after Bay Bottlers Ltd. of Oakland, Calif., bought the chain in July 1982 from the Quaker Oats Co.

Magic Pan reportedly broke even during fiscal year 1983, ended June 30, on gross sales of \$68 million. The chain's revenues for fiscal 1982 under Quaker were approximately

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Economist foresees 4%-7% hike in 1984 restaurant menu prices

By Laura Woda

WASHINGTON—A "moderate" rise in labor costs in 1984 will play a critical role in keeping restaurant food-price increases between 4% and 7% next year, Agriculture Department economist Ralph Parlett predicted.

According to Parlett, labor expenses representing 50% of the food-marketing costs facing

restaurateurs will increase by 3% to 6% in 1984, compared to 10% two years ago.

Preliminary Agriculture Department figures indicate that overall food industry labor costs rose by 4% this year.

Payroll costs are expected to rise at a "moderate rate" next year because labor contracts contain low wage and benefit increases, if any, and a minimum

wage hike is not likely, Parlett said.

The slight increase in labor costs projected for next year is important because "as the economic recovery gains strength" other food marketing prices "are likely to increase" at faster rates than in 1983.

For example, Parlett forecasts that fuel prices will rise by 5% to 8% in 1984, compared to only 1% this year.

While he did not indicate what type of fuel will jump in price, Parlett did point out that "prices of natural gas, the major type of energy used in food processing" increased 20% in 1983.

The cost of transportation will also rise by 3% to 6% next year, compared to 1% in 1983, according to preliminary Agriculture figures.

Such an increase, however, would still be well below the 16% rise in transportation costs just two years ago.

In addition to somewhat higher food marketing costs in

(Continued on page 113)

NRA intensifies its effort to fill staff chief position

By Charles Bernstein

WASHINGTON—The National Restaurant Association has set an early December deadline for applications to be filed for the executive vice president-staff chief post which it hopes to fill by May. (Related story, page 11.)

Joe Lee, NRA president, has requested that applications be filed immediately by any interested persons with the search

committee secretary, Rian's Inc. president John Rian, c/o the National Restaurant Association, 311 First St., NW, Washington, D.C. 20001 202-638-6100.

"We would welcome applications by anyone from the NRA staff or outside the staff, in the restaurant industry or outside the industry," Lee declared following an initial search commit-

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Behind Nopalitos (l. to r.): Magic Pan president Tim Ryan, parent Bay Bottler Ltd. president Charles Patel Jr. and Magic Pan operations vice president William Gallucci. Below, interior of new Nopalitos in Troy, Mich.



FINANCIAL NEWS

McNugget sales spark 16% rise in McD 3rd-qr. net

OAK BROOK, Ill.—Sparked by strong incremental sales from Chicken McNuggets, McDonald's net profit jumped 16% to \$100.6 million on a 13% revenue increase to \$830 million in the third quarter ended Sept. 30, compared to the same period a year earlier.

Systemwide sales in the quarter rose 14% to \$2.4 billion and sales in the international division, which operates and franchises 1,470 units, increased 17% to \$451 million.

This was the first time McDonald's profit reached the \$100 million mark in a three-month period, according to chairman

Fred L. Turner who noted that in 1976 profit for the entire year was \$100 million.

Turner said "favorable customer response" to a national rollout of Chicken McNuggets

in three package sizes contributed to the strong third-quarter results. McNuggets incremental sales also "contributed to the highest average restaurant sales in the company's his-

tory," he added.

In 1982, an average McDonald's restaurant reported annual sales of \$1.1 million; average unit sales in this year's third quarter were not dis-

closed. Turner said "strengthening sales" also helped profit margins at company-owned restaurants to reach 18.3%, compared to 17.1% in 1982.

In the first nine months of this year, McDonald's profit rose 13% to \$262 million on a 10% rise in revenue to \$2.2 billion compared to the first nine months of 1982.

McDonald's opened 139 new restaurants in July, August and September, bringing the worldwide total to 7,589 as of Sept. 30, an increase of 526 units over a year ago. There were 192 restaurants under construction at the end of the third quarter.

Saga posts 33% gain in 1st-qr. profits

MENLO PARK, Calif.—Saga Corp. reported \$4.3 million in net profits for the first quarter ended Sept. 24, a 33% jump over the same period last year.

Saga's first-quarter revenues rose 11% from a year ago to \$236.4 million. Restaurants ac-

counted for a 17% gain to \$91.3 million and contract food service increased 8% to \$145.1 million.

Saga's fiscal 1983 financial statements have been restated to reflect the Grandy's acquisition. In addition, Saga owns Stuart Anderson's Black

Angus/Cattle Company, Spoon's, Straw Hat Pizza, and the Velvet Turtle restaurant chains.

The company cited favorable food costs overall and successes in its Grandy's, Straw Hat, education and health-care business lines for its earnings growth.

Food-service chain stock analysis table

		STOCK PRICE								TREND TO MARKET				EARNINGS/SHARE					P/E	DIVIDENDS			FINANCIAL POSITION						
Name	Symbol	Two Weeks Ended Nov. 4						Price Trend (% per day)		Volume Trend (% per day)		Last Fiscal Year	Latest 12 Months vs Preceding 12 Months Change		5-Year Annual Growth Rate	Profit Margin	Latest P/E Ratio	Indicated Divd. Rate		Last X-Dvd Date	Last Fiscal Year		Current Ratio	Last Fiscal Year (Per Share)		Last Balance Sheet Date			
		High	Low	Close	Change		High	Low	Last 30 Days	Last 5 Days	Last 30 Days		Last 5 Days	Amt.				Pct.	Amt.		Yield	Revenue		Earnings	Long Term Debt		Common Stock Equity		
					Amt.	Pct.																							
—	—	\$	\$	\$	\$	%	\$	\$	%	%	%	\$	\$	%	%	—	\$	%	—	\$ Mil.	\$ Mil.	—	\$	\$	—				
Acapulco Y Los	ALAR	6.38	6.00	6.00	-.25	-4.00	7.88	5.00	-.08	-.69	-.65	30.87	.05	.10 N	500.0	-8.0	.3	50.0	.00	0	01-06-81	37.1	1	1.4	6.13	2.99	1082		
Am Motor Inns	INN	31.75	28.63	31.00	-.38	-1.20	38.50	24.75	-.17	1.06	.86	-21.91	2.52	.42 F	20.0	53.0	7.9	12.3	.25	8	08-10-83	175.1	13.9	1.6	15.08	13.00	0782		
ARA Services	ARA	49.38	46.25	47.25	.50	1.07	55.00	31.25	-.24	-1.28	2.50	-1.29	3.43	.52 N	15.0	-2.0	1.4	11.9	2.05	4.3	11-25-83	2805.6	38.9	1.1	22.39	44.25	0982		
Assoc Hosts	AHST	14.50	13.25	14.50	2.00	16.00	18.50	4.09	-.52	1.33	3.22	1.88	.39	.13 N	30.9	-7.0	2.2	26.4	.12	8	07-05-83	78.6	1.7	1.6	4.40	5.05	0982		
Beefsteak Char	BCS	4.75	4.13	4.63	-.13	-2.63	9.75	4.13	-.52	1.31	-3.29	-5.09	.88	-.28 N	-35.4	32.0	3.7	9.1	.00	0	00-00-00	97.1	3.6	1.3	5.92	4.23	1082		
Bob Evans Farms	BOBE	23.50	23.25	23.25	-.50	-2.11	26.81	17.25	.01	-.43	-6.00	15.47	.89	.04 Q	4.4	23.0	7.5	25.0	.26	1.1	09-19-83	187.5	14.1	3.0	.00	5.54	0483		
Bonanza Intl Inc	BNZA	3.13	1.13	1.13	-2.00	-64.00	3.69	1.13	-1.62	-24.71	1.02	-19.73	.06	1.54 S	NE	-83.0	3.1	10.2	.00	0	11-02-83	16.1	5	1.6	4.85	84	1282		
Brock Hotel Cp	BHC	6.38	5.50	5.50	-.63	-10.20	12.75	5.50	-.77	-.32	1.55	34.35	.55	-.97 N	-118.2	-6.0	2.8	NE	.10	1.8	09-27-83	255.6	7.1	1.1	16.64	4.38	1282		
Cafny Food	CLNY	15.00	14.50	14.50	.25	1.75	17.25	6.66	.25	-1.0	-.37	-30.94	.80	.11 S	15.0	8.0	4.6	17.3	.20	1.4	07-27-83	30.2	1.4	4	3.71	2.24	0283		
Captain Crabs	CRAB	7.13	6.63	6.63	-.50	-7.02	8.38	2.13	-.05	-.85	-2.04	-23.66	.00	.00 F	NC	NC	0	NE	.00	0	00-00-00	1.5	0	7.0	.04	22	0682		
Carrois Cp	CRL	9.50	8.13	9.00	-.63	-6.49	11.88	2.94	-.33	.89	-.56	-22.34	.50	.28 F	127.2	437.0	3.6	18.0	.06	.7	08-29-83	85.2	3.1	.6	3.28	2.00	0582		
Chart House	CHHO	21.00	20.13	20.13	-.88	-4.17	25.19	13.75	-.56	-.31	-.44	-13.84	1.39	.05 N	3.5	15.0	4.9	13.9	.40	2.0	10-18-83	382.0	18.7	1.0	6.14	8.75	1282		
Chi-Chis	CHIC	25.00	21.38	23.25	-1.88	-7.46	29.00	11.31	-.50	1.06	.75	37.38	.39	.23 Q	104.5	454.0	9.4	51.7	.00	0	09-28-83	94.2	8.9	2.6	1.87	1.62	0483		
Ch Full Q Nut	CHF	19.63	12.25	13.38	-6.13	-31.41	24.38	12.25	-.62	-12.08	8.67	42.14	.64	.23 F	56.0	-3.0	2.9	20.9	.50	3.7	07-15-83	111.6	3.2	3.1	4.3	5.97	0782		
Churchs Fr Ch	CHU	27.63	25.13	26.88	.00	.00	33.50	21.84	.58	.70	-2.45	7.51	2.19	-.27 N	-11.8	11.0	10.1	13.4	.72	2.7	10-24-83	413.1	41.6	1.8	62	11.74	1282		
Cindys Inc	CNDYC	3.13	2.63	2.75	-.25	-8.33	4.00	2.63	-1.18	-1.32	-1.91	23.15	.13	.46 S	NE	87.0	2.1	9.5	.00	0	00-00-00	14.3	3	0	4.63	4.3	1282		
Collins Foods	CF	19.25	17.50	18.63	1.00	5.67	19.84	11.50	.22	.89	1.18	13.24	1.47	.32 Q	26.0	29.0	3.8	12.0	.20	1.1	09-23-83	324.4	12.4	1.8	4.14	8.71	0483		
Consul Corp	CNSL	16.50	15.75	16.25	-.38	-2.26	18.75	8.88	-.39	-.08	1.37	28.61	.26	.33 Q	NE	133.0	2.5	52.4	.00	0	00-00-00	32.0	8	5.0	1.08	5.67	0583		
Cracker Barrel	CBRL	25.25	22.00	22.00	-3.00	-12.00	27.34	10.84	.09	-2.56	1.33	11.93	.86	.17 F	24.6	29.0	4.4	25.6	.14	.6	08-30-83	45.7	2.0	1.9	3.57	4.46	0782		
Dennys Inc	DEN	36.13	33.75	35.50	.50	1.43	36.88	27.13	.45	.52	-4.53	-5.52	2.54	.13 Q	5.2	13.0	3.8	13.6	.72	2.0	12-06-83	1054.6	40.2	1.7	17.92	17.17	0683		
Dunkin Donuts	DUNK	24.75	23.25	23.25	-1.50	-6.06	28.75	16.00	.01	-1.63	.65	30.34	1.40	.22 N	16.2	25.0	9.4	14.8	.28	1.2	08-15-83	71.3	6.7	1.2	12.87	15.97	1082		
Frischs	FRS	34.25	30.00	33.88	3.75	12.45	34.25	11.53	.95	1.29	.41	37.61	1.92	.48 Q	28.0	24.0	3.7	15.5	.40	1.2	09-28-83	110.6	4.1	1.3	5.95	15.14	0583		
Godfathers Pizza	GFPZ	17.25	16.25	16.50	-.63	-3.65	25.50	13.88	-.55	-.60	6.68	-19.11	.65	.06 N	10.0	105.0	15.8	25.0	.00	0	00-00-00	37.9	6.0	2.1	.55	1.99	1282		
Hamborg Hamlet	HAMB	10.25	9.50	9.50	-.75	-7.32	12.00	5.75	-.27	-.13	.74	11.54	-1.10	-2.45 F	-181.4	-22.0	-2.4	NE	.00	0	00-00-00	34.0	-.8	1.0	20.86	11.96	0383		
Hilton Hotels	HLT	55.63	53.00	54.63	.63	1.16	60.25	40.13	.21	-.33	-.91	-9.57	3.04	.37 N	10.5	12.0	14.4	14.1	1.80	3.3	08-29-83	562.9	81.3	2.0	6.73	21.31	1282		
Holiday Inns	HIA	52.25	48.50	48.75	-2.50	-4.88	59.00	31.00	-.39	-.35	-.12	8.95	2.50	.71 N	29.3	14.0	6.8	15.6	.84	1.7	09-12-83	1425.3	97.2	.9	11.74	25.35	1282		
Horn & Hardart	HOR	25.13	22.50	22.50	-2.75	-10.89	32.34	13.75	-.51	-.35	-2.13	18.48	.74	.37 S	62.7	952.0	2.8	23.4	.00	0	07-12-83	235.4	6.6	1.1	9.46	4.77	1282		
Hungry Tiger	HTIG	9.00	8.50	8.50	-.50	-5.56	12.25	6.66	-.28	-.14	.76	7.76	.00	-.78 F	-100.0	-9.0	0	NE	.00	0	11-15-82	63.8	0	.6	4.91	5.57	0682		
Imperial Grp	IMT	2.00	1.88	2.00	.19	10.34	2.06	1.56	.46	.00	.16	-27.53	.47	-.10 S	-17.2	6.0	2.6	4.2	.11	5.5	09-27-83	7742.8	198.3	1.1	54	1.92	1082		
Intl Dairy Queen	INDQ	36.50	35.50	36.50	.50	1.39	40.00	20.75	.25	.28	.91	-5.17	2.17	.81 N	39.3	64.0	6.3	12.7	.00	0	00-00-00	98.6	6.2	1.1	11.23	6.32	1182		
Int King Tab	IKNG	20.75	17.25	17.25	-3.25	-15.85	23.00	3.91	-.18	-3.70	.18	31.03	.92	.86 Q	296.5	369.0	4.8	15.0	.00	0	08-15-83	50.0	2.4	.4	5.16	3.18	0683		
JBs Rest	JBBB	13.25	12.50	12.75	-1.00	-7.27	18.13	9.38	-.82	-.12	2.06	-20.86	.93	.21 N	25.3	12.0	3.5	12.3	.20	1.6	08-08-83	45.1	1.6	.9	6.38	5.84	0982		
Jerrico Inc	JERR	19.63	16.63	16.63	-3.13	-15.82	23.50	16.63	-.30	-.18	.46	-27.51	1.33	-.07 F	-5.0	27.0	4.6	12.5	.12	.7	11-04-83	452.1	21.0	1.8	5.03	10.28	0683		
Kapok Cp	KPK	6.13	5.63	5.88	-.25	-4.08	10.75	3.38	-.14	-.10	-1.23	33.61	-.37	-.54 N	NE	-52.0	-6.1	NE	.00	0	00-00-00	11.4	-.7	2.5	1.36	5.45	0982		
Kelly-Johnston	KEJO	14.38	12.88	12.88	-.88	-6.36	18.75	11.50	-.48	-1.23	1.21	65.43	.40	.09 Q	27.2	57.0	6.3	30.7	.00	0	10-13-82	38.0	2.4	4.0	3.29	4.41	0383		
Karcher Carl	CARL	37.50	33.75	36.25	1.25	3.57	43.75	15.00	-.06	1.48	-.66	47.76	1.32	.34 S	28.5	23.0	4.0	23.7	.00	0	02-16-83	231.0	9.3	2.4	8.31	8.13	0183		
Lubys Cafe	LUB	35.00	33.50	34.50	.25	.73	35.00	28.00	.29	-.22	-3.55	2.30	1.35	.18 N	13.8	30.0	9.1	23.3	.60	1.7	12-12-83	127.3	11.6	1.9	.64	6.79	0882		
Marcus Corp	MRCR	14.00	13.63	13.63	-.50	-3.54	15.13	8.13	-.06	-.02	-3.10	-50.40	1.28	.24 Q	21.0	7.0	6.1	9.9	.25	1.8	07-01-83	108.9	6.6	1.2	2.72	11.07	0583		
Marriott Corp	MHS	72.25	68.13	68.38	-.63	-.91	81.00	50.25	-.22	-.93	.15	-18.74	3.44	.58 N	17.3	36.0	3.7	17.4	.36	.5	09-19-83	2541.4	94.3	.9	33.49	19.43	1282		
McDonalds Cp	MCD	70.75	66.75	69.13	2.00	2.98	74.50	53.63	.39	-.12	2.78	-25.90	5.00	.65 N	13.3	23.0	11.1	12.5	1.00.										

FINANCIAL NEWS

Wendy's earnings up 30%

DUBLIN, Ohio—Wendy's net profit rose 30% to \$16.1 million on a 19% increase in revenues to \$190 million for the third quarter ended Sept. 30 compared to the year-earlier period. Systemwide sales were up 20% to \$510.5 million in the third quarter.

Robert L. Barney, chairman and chief executive, said third-quarter gains were spurred by a 5.5% growth in real sales (sales increases minus menu price hikes).

Restaurant profit margins rose to 20.4% from 18.8% a year ago, reflecting "better operat-

ing efficiencies and lower beef costs as well as the increase in real sales," Barney added. Couponing in July, August and September was reduced, he said.

Wendy's "aggressive advertising campaign, together with the improving economy, contributed to the company's strong performance," Barney said.

Average unit sales rose 10.5% in the quarter to about \$200,000, according to another spokesman, Denny Lynch, who said company officials expect average unit sales to reach the \$750,000 mark for the year. In

1982 sales at an average Wendy's unit were \$702,000.

Wendy's began a national rollout of "stuffed" baked potatoes in September and has approved a systemwide breakfast menu that's available to all franchisees.

On Sept. 30, there were 2,591 Wendy's units in the United States and 10 other countries, including 878 company-owned units.

Wendy's wholly owned subsidiary, Sisters Chicken & Biscuits, had 38 units open and 10 under construction at the end of the third quarter.

G. D. Ritzy's posts \$152G loss

COLUMBUS, Ohio—G. D. Ritzy's Inc. narrowed its loss in the third quarter ended Sept. 30 to \$152,000 from the \$284,000 loss reported for the same period last year.

Executives said the results indicate the start-up company would be profitable by the fourth quarter.

Revenues at the fledgling burger and ice cream chain rose to \$2.4 million, a 152% gain over last year's third quarter.

Nine-month net losses were \$849,000, compared to \$612,000 last year, and revenues were

\$5.2 million, 158% over the year-ago period.

Systemwide sales for the third quarter were \$4.3 million, up 55% from the second quarter and 355% from the 1982 third quarter.

At mid-October, there were 40 G. D. Ritzy's Luxury Grill & Ice Creams restaurants in operation, 19 company-owned and 21 franchised. At the same time, the company had licensed franchisees to operate a total of 719 outlets in 18 states and the District of Columbia.

Also during the third quar-

ter, the company floated a secondary public equity offering of 750,000 shares of common stock to raise \$8.4 million.

Hungry Tiger earnings plummet

LOS ANGELES—Hungry Tiger Inc.'s net profit was all but wiped out for the year ended Sept. 2.

Fiscal 1983 net profit was \$3,000, compared to \$2.1 million in 1982.

Sales, meanwhile, rose to \$63.8 million, 14% above 1982.

"This was a year of growth and transition," said Alan Redhead, president and chief executive. He blamed the acquisition of Lobster House restaurants and a reorganization into three operating divisions for depressed earnings.

For the fourth quarter, Hungry Tiger posted a net loss of \$1.2 million compared to last

year's \$535,000 in net profits. Fourth quarter sales were up over year-ago levels 22% to \$16.9 million.

"We believe that as the year progresses," Redhead said, "the company will return to its historical sales and earnings growth path."

Hungry Tiger said the third Breakers Seafood Co. restaurant opened in August, the fourth in September.

In addition, the first Tiger Seafood Restaurant opened in September in Tokyo under a licensing agreement with Chujitsu Co. Ltd. of Japan.

Winners Corp. profit up 25% to \$822,000

NASHVILLE—Winners Corp. posted a 25% net profit gain to \$822,000 for the third quarter ended Sept. 30, compared to the year-ago quarter.

Third-quarter sales rose 8% over last year's period to \$23.9 million.

For the nine-month period, the company's net profits rose 35% to \$2 million while sales edged upward half of 1% to \$63 million.

Big sales gains at Winners have been absent since the company sold off 45 California Wendy's units.

The company's main business line now consists of its growing Mrs. Winner's chicken and

biscuits fast food chain, where same-store sales increased 19% in the nine-month period to \$470,000, compared to last year's first three quarters.

Luby's profit increases to \$14M

SAN ANTONIO—Luby's Cafeterias Inc. posted a 20% net profit increase to \$13.9 million for the year ended Aug. 31 compared to the year before.

Sales were up 12% to \$144.1 million over 1982.

Fourth-quarter net profit gained 17% to \$3.9 million on a 12% revenue gain to \$39.4 million compared to the same peri-

od a year ago.

The company maintained its traditional growth rate despite temporary setbacks during the year from the devaluation of the Mexican peso, which affected border stores, and a general slowdown in the Texas economy.

At year-end Luby's operated 71 cafeterias.

Chart House profit increases 20%

LAFAYETTE, La.—Chart House, Burger King's largest franchisee and operator of several dinnerhouse chains, said net income rose 20% to \$6.9 million on revenues that increased 7% to \$109 million for the third quarter ended Sept. 30, compared to the same period a year ago.

For the nine months, net income and revenues increased 25% and 8%, to \$16.4 million and \$308 million, respectively, over the comparable period in 1982.

Donald N. Smith, president and chief executive officer, said the earnings growth reflected "a continuation of strong year over year volume comparisons in Burger King restaurants," improved performance of Chart House steak restaurants and cost saving measures.

Smith also said the company continued to prepare for "major physical expansion" next year, particularly of its chain of Luther's Bar-B-Q restaurants.

At the same time, negotiations for Chart House's previously announced acquisition of Nebraska-based Godfather's Pizza, an 800-plus unit chain, are continuing, with a definite agreement expected "shortly," Smith said.

Chart House currently operates and franchises more than 500 restaurants in the United States, the U.S. Virgin Islands and Puerto Rico.

Church's Fried Chicken net profit drops 37%

SAN ANTONIO—Profit at Church's Fried Chicken declined 37% to \$6.69 million in the third quarter, ended Sept. 4, compared to the same quarter last year.

Total revenues for the quarter increased 7.5% to \$112.8 million.

For the first 36 weeks of the fiscal year, profit was down 11% to \$25.48 million, compared to last year. Revenues were up 6% in the first three quarters to \$309.9 million.

The company gave three reasons for the drop in third-quarter profits. One was an increase in the poultry price to 49¢ a pound, compared to 44¢ last year. Another was an increase in the tax rate to 50.1%, compared to 40.9% last year. The third reason was a \$2 million increase in the marketing budget over last year.

Frisch's net profit jumps 54%

CINCINNATI—Frisch's Restaurants Inc. posted a 54% jump in net profits to \$1.7 million for the first quarter ended Sept. 18, compared to the same year-ago quarter.

First quarter revenue was \$37.7 million, an 11% increase over last year's first quarter.

The company attributed its gains to a remodeling and renovation program in its Big Boy and Roy Rogers outlets, advertising and promotion programs and slight declines in beef and

other food costs.

Frisch's operates 107 Big Boy, 26 Roy Rogers and three Prime 'n Wine restaurants, in addition to two Quality Inn motels. One new Big Boy was opened in Louisville, Ky., during the quarter.

Gladieux Corp. going public with offering

TOLEDO, Ohio—Gladieux Corp., the contract feeder, is spinning off 33% of its eight-unit Rax fast-food franchise subsidiary to the public. Advanced Restaurant Concepts Inc., the subsidiary, will use the estimated \$4 million in proceeds to develop franchised Rax units in Ohio, Michigan, and along the superhighways of 19 states.

Rax franchisee makes public offering

COLUMBUS, Ohio—Restec Systems Inc., a three-unit Rax Restaurants franchisee, has gone public, raising \$2.6 million for new construction.

The company sold 400,000 shares, or 30% of the stock, at \$7 each.

Restec runs three Rax outlets in Cincinnati, plans two more by the end of the year and four the next.

Restec, headed by 41-year-old chairman David A. Winters, acquired a five-year-old Rax franchisee, Granville Foods Inc., which had fallen behind on its development schedule because it was under-capitalized and then pinched by high interest rates.

FOCUS ON HOLIDAY INNS

In the next issue of NRN

EARNINGS REPORT

Company	Period	Period Ended	Total Sales*	% Change	Revenues**†	% Change	Net Income (Loss)*	% Change
Chart House	3 mos. 9 mos.	9/30			\$109.0 308.0	7.0 8.0	\$ 6.900 16.400	20.0 25.0
Church's Fried Chicken	3 mos. 9 mos.	9/4			112.8 309.9	7.5 6.0	6.690 25.500	-37.0 -11.0
Frisch's Restaurants	3 mos.	9/18			37.7	11.0	1.700	54.0
G. D. Ritzy's	3 mos. 9 mos.	9/30			2.4 5.2	152.0 158.0	(0.152) (0.849)	— —
Hungry Tiger	3 mos. 12 mos.	9/2	\$ 16.9 63.8	22.0 14.0			(1.200) 0.003	— —
I.D.Q.	3 mos. 9 mos.	8/26			37.7 93.2	16.0 17.0	3.390 6.200	13.0 17.0
Jerrico	3 mos.	9/30			125.6	8.0	5.900	3.0
Luby's Cafeterias	3 mos. 12 mos.	8/31	144.1	12.0	39.4	12.0	3.900 13.900	17.0 20.0
McDonald's	3 mos. 9 mos.	9/30			830.0 2.2Bil.	13.0 10.0	100.600 262.000	16.0 13.0
Piccadilly	3 mos.	9/30	40.8	8.0			1.400	-30.0
Saga Corp.	3 mos.	9/24			236.4	11.0	4.300	33.0
Wendy's	3 mos.	9/30	510.5	20.0	190.0	19.0	16.100	30.0
Winners Corp.	3 mos. 9 mos.	9/30	23.9 63.0	8.0 0.5			0.822 2.000	25.0 35.0

Source: Company earnings reports

—loss in corresponding period

*In millions

†In cases where companies do not break out their total sales for all units, revenues are indicated instead. These generally consist of company-owned restaurant sales, franchise fees and rental incomes, royalties and operating income, as well as other miscellaneous incomes, such as interest income and gains on real estate and construction.